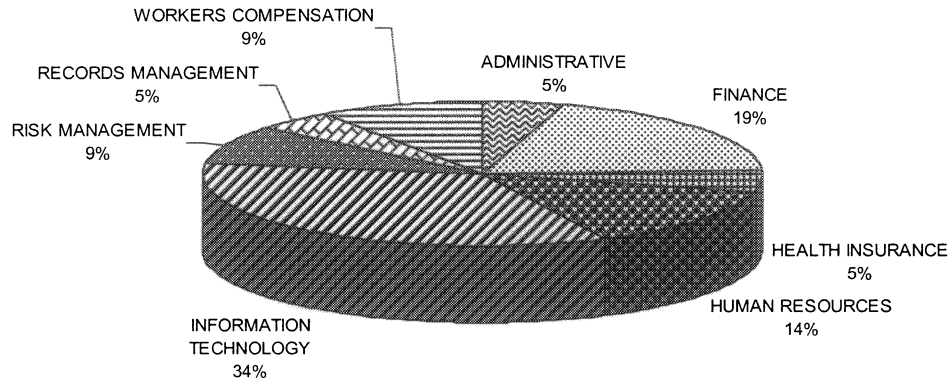Administrative Services

PROGRAM: ADMINISTRATIVE SERVICES
FUND: VARIOUS
PROGRAM GROUP: ADMINISTRATIVE SERVICES   SUMMARY

	2005-06 ACTUAL	2006-07 ACTUAL	2007-08 BUDGET	2008-09 BUDGET
PERSONNEL	$6,393,273	$7,123,281	$7,783,863	$7,988,987
MAINTENANCE & OPERATIONS	6,591,780	8,622,335	8,973,782	9,136,737
CAPITAL OUTLAY	357,251	635,696	495,801	1,681,642
GRAND TOTAL	$13,342,304	$16,381,313	$17,253,446	$18,807,366
FULL TIME POSITIONS	**66.00**	**69.00**	**69.00**	**69.50**
HOURLY/FTE POSITIONS	**3.25**	**2.25**	**2.50**	**2.50**

WORKERS COMPENSATION 9%
RECORDS MANAGEMENT 5%
RISK MANAGEMENT 9%
ADMINISTRATIVE 5%
FINANCE 19%
HEALTH INSURANCE 5%
HUMAN RESOURCES 14%
INFORMATION TECHNOLOGY 34%

PROGRAM: ADMINISTRATION
FUND: GENERAL
PROGRAM GROUP: ADMINISTRATIVE SERVICES

ACCT NO. 0011110-12
and 0010810

	2005-06 ACTUAL	2006-07 ACTUAL	2007-08 BUDGET	2008-09 BUDGET
PERSONNEL	$306,819	$425,191	$392,081	$422,399
MAINTENANCE & OPERATIONS	234,513	271,230	662,451	494,632
CAPITAL OUTLAY	0	29,554	0	0
GRAND TOTAL	$541,333	$725,976	$1,054,532	$917,031
FULL TIME POSITIONS	2.00	2.00	2.00	2.00
HOURLY/FTE POSITIONS	0.00	0.50	0.75	0.75

PROGRAM GROUP DESCRIPTION:

Administrative Services is dedicated to developing business systems that support the high level of performance demanded from all City departments. Creation of systems that improve and streamline business services provided to both internal and external customers, assuring the integrity and reliability of financial data, budgets and forecasts, and the creation of a highly dependable, flexible, responsive and secure information system are among the top priorities for the Administrative Services staff members. In the future, the challenge will be to accomplish these goals within a framework that balances the cost and benefits of each service.

KEY GOALS FOR 2008-09:

- The Deputy City Manager is responsible for assisting each department in the accomplishment of its goals. The Deputy City Manager's primary role is to remove roadblocks, coordinate department efforts, deal with competing priorities, assist with resource allocation, and provide leadership and support for Administrative Services staff.
- The Deputy City Manager is responsible for furthering leadership and employee development, workplace improvement, and communications through implementation and support of a number of programs designed to strengthen leadership skills, enhance employee knowledge, skills and abilities, and enhance the culture of the organization.
- As a member of project teams, the Deputy City Manager is responsible for the creation of financing programs that support the City's capital improvement efforts, including major road projects, water projects, parks, open space, and trails.
- As part of the Leadership Team, the Deputy City Manager is the spokesperson for Administrative Services issues with the top leadership of the City. With the other members of the Leadership Team, the Deputy City Manager is responsible for the creation of an organization that can achieve the Council's goals and vision.

SIGNIFICANT CHANGES:

- None.

PROGRAM: FINANCE
FUND: GENERAL/ENTERPRISE
PROGRAM GROUP: FINANCE   ACCT NO. 0011310

	2005-06 ACTUAL	2006-07 ACTUAL	2007-08 BUDGET	2008-09 BUDGET
PERSONNEL	$2,231,484	$2,547,488	$2,714,664	$2,794,712
MAINTENANCE & OPERATIONS	760,099	951,700	941,793	979,726
CAPITAL OUTLAY	0	70,705	3,000	0
GRAND TOTAL	$2,991,584	$3,569,893	$3,659,457	$3,774,438
FULL TIME POSITIONS	**28.00**	**28.00**	**28.00**	**28.00**
HOURLY/FTE POSITIONS	**2.50**	**1.00**	**1.00**	**1.00**
GENERAL FUND	$2,526,184	$3,037,750	$3,049,051	$3,134,377
WATER ENTERPRISE	325,800	376,401	396,764	416,039
STORM WATER	0	0	15,260	16,002
SOLID WASTE	0	0	15,260	16,002
SEWER ENTERPRISE	139,600	155,742	183,122	192,018
TOTAL FUNDING	$2,991,584	$3,569,893	$3,659,457	$3,774,438

MISSION STATEMENT:

Our mission is to ensure that the City of Carlsbad makes sound financial decisions. We take pride in accomplishing this mission by maintaining individual and departmental credibility; working together as a team while respecting each other's differences; and consistently striving to go above and beyond expectations.

PROGRAM ACTIVITIES:

Long-Range Financial Planning and Budget Management
- Prepare ten-year operating forecasts incorporating various "what-if" scenarios to facilitate decision-making for the City Council and City departments.
- Prepare and monitor annual capital and operating budgets to allocate resources in a cost-effective manner in alignment with the City Council's goals.
- Perform bi-annual review of all City fees and annual cost allocation plan.

General Accounting and Reporting
- Accurately bill, collect, record, and report all City revenues including follow-up of delinquent accounts.
- Prepare checks for City employees and for service and commodity suppliers.
- Prepare and maintain finance records and documents in conformity with generally accepted accounting principles and applicable legal and contractual provisions.
- Prepare Comprehensive Annual Financial Report in conformity with generally accepted accounting principles.
- Provide the City Council and City management with timely monthly financial reports.
- Perform in-house internal control reviews as needed.

Assessment District/Community Facilities District (CFD) Administration
- Assist in evaluation and formation of new districts.
- Issue bonds for capital projects when required. Pay debt service and provide continuing disclosure information.
- Provide administration of CFDs and assessment districts as required by formation documents and State law.

Purchasing
- Issue and manage formal bid and quotation processes.
- Track and renew annual commodity and service contracts and joint agency contracts.
- Assist City departments in the creation and administration of contracts.

PROGRAM ACTIVITIES (continued):

Receiving, Messenger, and Mail Services
- Act as shipping and receiving for the Faraday Administration Center.
- Direct disposal of surplus and lost/unclaimed property.
- Collect outgoing City mail and apply postage.
- Sort and distribute all incoming City mail.

WORKLOAD AND PERFORMANCE INDICATORS:

	FY2005	FY2006	FY2007
• Average number of days to issue Monthly Financial Status Report	12.8	10.3	11.6
• Awards received for CAFR	GFOA	GFOA	GFOA
• Awards received for Annual Budget	GFOA Distinguished Budget Presentation	CSMFO Excellence in Operational Budget & Public Communications and Most Distinguished Budget Cover	CSMFO Excellence in Operational Budget & Public Communications
• Number of business licenses processed	8,576	8,955	8,926
• Number of account payable checks processed	15,399	15,315	14,538
• Number of payroll checks issued	7,831	6,473	6,379
• Number of electronic payroll checks issued	18,124	18,495	20,420
• Outstanding debt issues administered	$100 million	$117 million	$131 million
• Number of purchase orders issued	1,842	1,411	1,501
• Dollar amount of purchase orders issued	$89 million	$126 million	$105 million
• Pieces of mail processed	172,408	174,282	164,919

KEY GOALS FOR 2008-09:

Financial Health
- Continue to monitor the economy and the impact to the 10 Year Financial Forecast to ensure the General Fund remains in balance.
- Implement Council Policy 74 – General Fund Reserve Guidelines approved by the City Council April 2008.
- Partner with Economic Development Program in developing an economic strategic plan to document the current economic conditions within the City of Carlsbad and develop action plans and opportunities for improved economic sustainability in the future.
- Continue to audit internal operations of the City as well as external vendors as appropriate.

SIGNIFICANT CHANGES:

- None.

PROGRAM: **HUMAN RESOURCES**
FUND: **GENERAL**
PROGRAM GROUP: **HUMAN RESOURCES**   ACCT NO. 0011510 THRU 0011550

	2005-06 ACTUAL	2006-07 ACTUAL	2007-08 BUDGET	2008-09 BUDGET
PERSONNEL	$985,034	$1,043,146	$1,198,511	$1,128,515
MAINTENANCE & OPERATIONS	1,001,846	1,096,529	1,643,837	1,504,464
CAPITAL OUTLAY	2,884	1,402	2,000	0
GRAND TOTAL	$1,989,765	$2,141,077	$2,844,348	$2,632,979
FULL TIME POSITIONS	**9.00**	**9.00**	**9.00**	**9.00**
HOURLY/FTE POSITIONS	**0.75**	**0.75**	**0.75**	**0.75**

MISSION STATEMENT:

People are our priority...We take care of the people who take care of Carlsbad.

PROGRAM ACTIVITIES:

Recruitment, Selection, Staffing
- Recruit and select exceptional employees.
- Redesign Human Resources web pages with an emphasis on the City of Carlsbad as an "employer of choice."
- Proactive planning and scheduling recruitments for multiple vacancies anticipated in FY 07-08.
- Assist departments in job design/redesign efforts to make job classifications more flexible.
- Review and update job classifications.
- Implement improved employee selection processes.

Employee Development
- Continue to provide employee development opportunities for employees. Create "development tracks" for specific employee groups. Focus in the areas of effective supervision, communication, and career development.
- Continue to offer Leadership Development Programs including executive coaching, assessment tools, and educational resources.
- Consult with departments on customized training and organizational development programs.
- Obtain a system to efficiently manage and organize the City's employee development efforts (Learning Management System).

Performance Management and Compensation
- Increase the capability of supervisors to deliver constructive feedback to employees.
- Audit the Performance Management and Compensation System for management employees to ensure salaries are competitive in the San Diego survey market and rewards are equitably delivered.

Improve Employee Relations and Employee Alignment with the Organization's Goals
- Continue to serve on city-wide customer service and communications committees.
- Continue to improve internal Human Resources systems and processes.
- Provide cross training to Human Resources staff.
- Continue quarterly labor/management forum.

WORKLOAD STATISTICS:

Measures for Classification/Compensation Review:*	FY 06-07
Number of classification descriptions/ positions reviewed, revised or created	36
Measures for Recruitment*	
Number of applicants processed	4,274
Number of recruitments processed	54
Number of eligibles on employment list	752
Number of new hires	85
Number of promotions/transfers	33

*as of 5/13/2008

KEY ACHIEVEMENTS FOR 2007-08:

- Successfully negotiated labor agreements with the Carlsbad Firefighters' Association (CFA), Carlsbad Police Officers' Association (CPOA) and Carlsbad City Employees' Association (CCEA).
- Implemented upgrade to IFAS 7i and conducted associated training.
- Completed comprehensive needs assessment process for a Human Resources Information System (HRIS).
- Implemented a Public Works Field Worker Academy.

KEY GOALS FOR 2008-09:

- Select and begin implementation of a Human Resources Information System (HRIS).
- Form committee with the bargaining unit representatives to research the benefits, costs, and design options of a City-sponsored Retirement Health Savings Plan and present findings to the Leadership Team.
- Conduct a review of best practices found through research and site visits, identify areas of potential interest and consideration, and recommend principles that the City could adopt to prepare for the challenges of the future.
- Implement a sustainable process of managing recruiting and retention programs that retain top talent in the Police Department and Fire Department.
- Research and implement recruitment and selection practices for Library hourly employees.
- Implement a succession planning process focused on the Police Department that addresses the immediate succession needs of the Police Department and is focused on ensuring an adequate pool of talent is available to promote personnel into police leadership positions.
- Develop an annual, sustainable training and development work program that determines how best to allocate finite resources to improve business performance.

SIGNIFICANT CHANGES:

- One limited term position is being removed to reflect the workload requirements of the department.

PROGRAM: RECORDS MANAGEMENT
FUND: GENERAL
PROGRAM GROUP: RECORDS MANAGEMENT   ACCT NO. 0011610

	2005-06 ACTUAL	2006-07 ACTUAL	2007-08 BUDGET	2008-09 BUDGET
PERSONNEL	$667,363	$707,984	$716,435	$720,288
MAINTENANCE & OPERATIONS	136,475	184,009	208,066	211,217
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	$803,838	$891,993	$924,501	$931,505
FULL TIME POSITIONS	8.00	8.00	8.00	8.00
HOURLY/FTE POSITIONS	0.00	0.00	0.00	0.00

PROGRAM DESCRIPTION:

The Records Management Department is responsible for developing and implementing city-wide records management and document management programs, and is tasked with maintaining City records in an identifiable and accessible manner to fulfill public, legal, and historical requirements for preservation and storage of information. The Records Management Department also provides staff support for the City Clerk.

PROGRAM ACTIVITIES:

Records Management
- Continue implementation of the Citywide Records Management Program and Document Management System (DMS).
- Maintain City records in an identifiable and accessible manner in fulfillment of public, legal, and historical requirements for preserving and storing information.

Administrative Support Activities
- Provide staff support for City Clerk functions such as elections, the Public Records Act, noticing, processing documents for recordation, and updating the Municipal Code.
- Assist the public and City staff by providing information such as minutes, agendas, ordinances, resolutions, deeds, and other critical documents.

KEY ACHIEVEMENTS FOR 2007-08:

- Continued implementation of the DMS Master Plan that included an audit of system security and accuracy, creating a training plan, and the analysis and design of Election documents and Fire Department records for inclusion in the system.
- Assisted Public Works in evaluating options for cost savings and improved methods for records scanning, retention, storage, and destruction.
- Completed analysis of options for the CRM (Customer Relationship Management) project.
- Substantial staff training on the use of the DMS, Public Records Act, Subpoena's, and Records Management.
- Participated in the Contract Management Automation project.

KEY GOALS FOR 2008-09:

Top Quality Services
- Participate in the continuation of the CRM (Customer Relationship Management) project.
- Provide assistance in the conversion of Building Department records for inclusion in the DMS.
- Continue with implementation of the DMS Master Plan roles and responsibilities.
- Continue to educate key personnel on the use of the DMS, Electronic Records, Public Records Act, and Subpoena processing.
- Continue to provide resource information to organization via Intranet and the public via the Internet.

SIGNIFICANT CHANGES:
- None.

PROGRAM: WORKERS' COMPENSATION
FUND: SELF INSURANCE
PROGRAM GROUP: WORKERS' COMPENSATION   ACCT NO. 6111520

	2005-06 ACTUAL	2006-07 ACTUAL	2007-08 BUDGET	2008-09 BUDGET
PERSONNEL	$87,179	$96,418	$106,779	$115,580
MAINTENANCE & OPERATIONS	1,246,083	1,187,780	1,921,797	1,713,849
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	$1,333,262	$1,284,198	$2,028,576	$1,829,429
FULL TIME POSITIONS	**1.00**	**1.00**	**1.00**	**1.00**
HOURLY/FTE POSITIONS	**0.00**	**0.00**	**0.00**	**0.00**

MISSION STATEMENT:

People are our priority...We promote the development, well-being, and success of employees and the organization.

PROGRAM ACTIVITIES:

Workers' Compensation Claims and Administration
- This fund is utilized to provide payment for medical, indemnity, and defense expenses incurred as the result of occupational injuries and illnesses. It is also utilized to pay for related administrative and insurance expenses.

PERFORMANCE MEASURE:

- Average lost days per claim = 5.6 (for the period of 07/01/06 – 06/30/07).

KEY GOALS FOR 2008-09:

Top Quality Services
- Continue to improve systems to monitor lost days of work, share data with management, and make recommendations to reduce the number of days an employee is out of the workplace.

SIGNIFICANT CHANGES:

- None.

PROGRAM: RISK MANAGEMENT
FUND: GENERAL LIABILITY SELF-INSURANCE
PROGRAM GROUP: RISK MANAGEMENT   ACCT NO. 6121930

	2005-06 ACTUAL	2006-07 ACTUAL	2007-08 BUDGET	2008-09 BUDGET
PERSONNEL	$213,440	$221,622	$257,072	$241,316
MAINTENANCE & OPERATIONS	612,051	2,017,312	1,092,905	1,449,874
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	$825,491	$2,238,934	$1,349,977	$1,691,190
FULL TIME POSITIONS	2.00	2.00	2.00	2.00
HOURLY/FTE POSITIONS	0.00	0.00	0.00	0.00

PROGRAM GROUP DESCRIPTION:

Risk Management administers the funding of the self-insured and insured portions of the program; manages the administration of property and general liability claims; works in conjunction with the City Attorney's Office and outside counsel to monitor, control, and resolve litigated matters; and provides training for various departments to minimize the risk of future losses.

PROGRAM ACTIVITIES:

Litigation Management
- The fund is used for settlements, costs, and defense expenses incurred as the result of general liability claims against the City, and for related administration and insurance expenses. Risk Management works with the City Attorney's Office and outside counsel to monitor, control, and resolve litigated matters in the areas of property, casualty, and general liability.

Insurance/Self-Insurance
- Directs the marketing, renewal, planning, and funding of the insured and self-funded portions of the program; administers the general liability self-insurance funds.

Claims Management
- Directs and administers the claims management program for property, casualty, and general liability.

Loss Prevention/Training
- Provides recommendations and training for various City departments to minimize the risk of loss.

KEY ACHIEVEMENTS FOR 2007-08:

Top-Quality Services
- Development of insurance requirements for special events and facility use applications.
- Second year of 3-year goal to determine the feasibility of a Human Resources System (HRIS).
- Completion of a Public Works safety assessment.

KEY GOALS FOR 2007-08:

Top-Quality Services
- Select and begin implementation of a Human Resources Information System (HRIS).
- Continue to address Public Works safety assessment findings.

SIGNIFICANT CHANGES:

- None.

PROGRAM: **SELF-INSURED BENEFITS**
FUND: **INTERNAL SERVICE**
PROGRAM GROUP: **SELF INSURED BENEFITS**   ACCT NO. 6131520

	2005-06 ACTUAL	2006-07 ACTUAL	2007-08 BUDGET	2008-09 BUDGET
PERSONNEL	$0	$0	$0	$0
MAINTENANCE & OPERATIONS	735,588	793,414	967,540	996,405
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	$735,588	$793,414	$967,540	$996,405
FULL TIME POSITIONS	**0.00**	**0.00**	**0.00**	**0.00**
HOURLY/FTE POSITIONS	**0.00**	**0.00**	**0.00**	**0.00**

MISSION STATEMENT:

People are our priority...We promote the development, well-being, and success of employees and the organization.

PROGRAM ACTIVITIES:

- This fund is used to pay dental and life insurance premiums for all employees.

SIGNIFICANT CHANGES:

- None.

PROGRAM: INFORMATION TECHNOLOGY
FUND: INTERNAL SERVICE
PROGRAM GROUP: INFORMATION TECHNOLOGY   ACCT NO. 6401710

	2005-06 ACTUAL	2006-07 ACTUAL	2007-08 BUDGET	2008-09 BUDGET
PERSONNEL	$1,901,950	$2,081,432	$2,398,321	$2,566,177
MAINTENANCE & OPERATIONS	1,865,124	2,120,361	2,145,799	2,426,631
CAPITAL OUTLAY	354,367	534,035	490,801	1,681,642
GRAND TOTAL	$4,121,441	$4,735,828	$5,034,921	$6,674,450
FULL TIME POSITIONS	**16.00**	**19.00**	**19.00**	**19.50**
HOURLY/FTE POSITIONS	**0.00**	**0.00**	**0.00**	**0.00**

MISSION STATEMENT:

Provide resources that will support departments in the performance of work tasks through the effective use of technology.

PROGRAM ACTIVITIES:

Computer and Telecommunication Support Services
- Ensure that all City computers and the City's telecommunication network remain operational with minimum downtime.
- Guarantee availability and security of City network computer resources available to both staff and the public.
- Provide support for all standard City applications.
- Ensure that the City is receiving best value for technology goods and services provided by outside vendors.
- Provide the necessary support for all telephone and data communication equipment.

New Systems Support
- Meet the information needs of the users and encourage the appropriate use of computers and communication technology to increase productivity and enhance communication.
- Assist with the design, development and support of new City facilities, including: a Learning Center, Alga Norte Park, Fire Station #6 and the Senior Center expansion.
- Enhance the City's Internet site for improved communication with residents, business and visitors.
- Enhance and support the new web-enabled City-wide financial system.

WORKLOAD STATISTICS:

IT Help Desk Services	FY 2007
Total number of help tickets opened for the year	4,310
Average number of help tickets opened per month	359
Percent of urgent priority resolved within 1 hour	79%
Percent of high priority calls resolved within 3 hours	100%
Percent of requests resolved in one on-site visit	74%
Percentage of employees rating IT services as good to excellent	92%

KEY ACHIEVEMENTS FOR 2007-08:

- To improve usability of the City-wide financial solution, IFAS, this application was upgraded to the latest browser-enabled version. The new web-based design provides a user experience consistent with modern application interfaces, is easily customizable to meet the user's needs and includes workflow for increase operational efficiencies.

- Entered into a three year Enterprise Agreement (EA) with Microsoft to acquire additional Microsoft technologies, provide version upgrade protection for all Microsoft products and reduce the cost per software license.

KEY ACHIEVEMENTS FOR 2007-08 (Continued):

• Completed an enterprise-wide migration and consolidation of file servers from Novell's Netware to Microsoft's Windows. This effort reduces the number technology platforms IT needs to support and consolidates the number of servers used City-wide.

• Entered into a partnership with a new outsourced Help Desk vendor. The new vendor is able to provide improved and expanded customer service, including email and web help service requests and tracking. The Help Desk remains the funnel through which technical problems and service requests are reported, coordinate, managed and resolved.

• In conjunction with the Communications Department, created a new design for the City's Internet site. This new design will be used when developing the new Internet site to be released by the end of calendar year 2008.

• Completed the City-wide multi-year Strategic Technology Road Map. The Road Map brings together people, information and technology to create a plan showing how resources should work together to support the business of the City.

• In conjunction with Human Resources and Risk Management staff, conducted a needs analysis for a Human Resources Information System (HRIS). An effective HRIS can manage all employee information such as name, department, job title, salary, salary history, position history, training, benefits selected and more. The goal of HR technology is the help HR professionals get their daily business done quickly so they can focus their time on more strategic or consultative work.

• With the use of an outside security firm, completed a City-wide security audit on a broad range of computer network security issues. The audit provides a comprehensive report on current status as well as a future strategic plan to improve the security of our systems and information.

• In conjunction with staff from the Developmental Services areas, established an information system plan to leverage technology to optimize development services processes, ensuring an information system that is reliable, predictable, and fast.

KEY GOALS FOR 2008-09:

• Complete the modernization of the City's technology infrastructure through implementation of new network switches, remote access devices and staff and public wireless at all major City facilities. This effort provides a foundation for future technology enhancements and capabilities of information technology for the City of Carlsbad.

• Develop data marts for the Library and Developmental Services to correlate, integrate and expose data in new and more meaningful ways. In a data mart, pertinent data is extracted from multiple systems and loaded into a central location to serve the needs of a specific group. The overarching goal is to provide the right information, in the right way, to the right people and at the right time to facilitate timely and accurate decisions.

• Increase citizen access to City services and information by developing and deploying a new City Internet site. This new site will be consistent with the newly created graphical design and navigation framework to better serve our multiple audiences of residents, businesses and visitors. The new site will also include content management tools to enable City staff to easily maintain their area specific content.

• To improve integration of software and information systems used by City staff, migrate our internal email system from Novell GroupWise to Microsoft Exchange and implement Microsoft's SharePoint collaboration solution.

SIGNIFICANT CHANGES:

• Funding for a 0.50 part time IT staff member has been added to this program to meet the increased demand for technology services resulting from the new Library Learning Center.

PROGRAM: MISCELLANEOUS NON-DEPARTMENTAL   ACCT NO. 001-VARIOUS

GENERAL FUND	2005-06 ACTUAL	2006-07 ACTUAL	2007-08 ADOPTED BUDGET	2008-09 ADOPTED BUDGET
Non-Departmental Expenditures				
Community Promotion	$338,668	$0	$0	$0
Community Contributions	66,500	33,714	60,000	0
Beach Parking	2,434	0	36,000	36,000
Dues and Subscriptions	58,207	54,749	75,700	66,900
Property Tax, LAFCO, & Other Admin. Fees	436,028	453,875	36,000	540,700
Disaster Preparedness	5,499,702	1,270,955	0	0
Legal Services	118,030	117,086	250,000	250,000
Management Incentive Pay	0	0	635,000	635,000
Misc Expenditures	0	4,841,666	0	0
Total Non-Departmental Expenditures	6,519,569	6,772,045	1,092,700	1,528,600
Transfers				
Hosp Grove Debt Service	800,000	275,000	36,000	90,000
Infrastructure Replacement Fund	4,250,000	7,200,000	7,900,000	7,800,000
Transfer to Capital Improvement Program	600,000	0	0	0
Misc Transfers Out	50,000	36,821	0	0
Total General Fund Transfers	5,700,000	7,511,821	7,936,000	7,890,000
Total General Fund Non-Departmental	12,219,569	14,283,866	9,028,700	9,418,600
Council Contingencies				
Contingencies (Adopted budget)	0	0	2,240,000	2,300,000
GENERAL FUND TOTAL	$12,219,569	$14,283,866	$11,268,700	$11,718,600
CARLSBAD COMMUNITY CONTRIBUTIONS FUND				
Community Activity Grants	28,058	30,000	30,000	40,000

Carlsbad... the ever-evolving city!